TOOL: Gap Analysis

WHAT IT IS   A technique for defining the gap, or what has to take place in order for an organization or work unit to go from where it is currently to where it wants to be in the future.

WHEN TO USE IT   During visioning and designing in order to determine what the future will look like, how that picture is different from where the group is now, and how to get there.

HOW TO USE IT   1. Draw three columns on chart paper. Label the one on the left, "Future," the one in the middle, "Gap," and the one on the right, "Present."

                          2. Describe where you want to be in the future. What will the organization look like? What will members of the organization be doing? Who will be your customers? What products and services will you be producing? What new values will your organization need in the future? List these in the "Future" column.

                          3. Then, describe where you are now. What does your organization look like now? Who are your customers? What products and services do you provide? What values does your organization have? List these in the "Present" column.

                          4. Identify the gap between the "Future" column and the "Present" column. What must change to support your vision? What are the significant discrepancies between your vision and the present state? List these in the "Gap" column.

A sample format for a Gap Analysis follows:

FUTURE	GAP	PRESENT